



NATIONAL PROBATION SERVICE
for England and Wales

Lancashire Area

BUSINESS PLAN

2004-2005

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1. Introduction

2004-2005 promises to be a critically important year for the National Probation Service. We will face the dual challenge of continuing to deliver effective, high quality services to courts, offenders, victims and communities whilst preparing for organisational change on an unprecedented scale.

The transition to a National Offender Management Service, to be established from 1st June 2004, will be radical and far-reaching in its effects but brings with it an exciting opportunity to transform the way in which offenders are managed both in the community and in custody. Whilst this will undoubtedly create a climate of considerable uncertainty for staff at all levels it is vital that we do not become distracted from the task in hand. This plan sets out how, in Lancashire, we shall focus our efforts over the year ahead. It confirms our priorities and targets for the year 2004-2005 and identifies those areas for improvement to which we shall give special attention.

The essential aims of the National Probation Service remain to:

- protect the public
- reduce re-offending and re-habilitate offenders
- ensure the proper punishment of offenders in the community
- make offenders aware of the effects of crime on victims and the community

Key priorities for the National Probation Service for the coming year are set out in the 'Bold Steps' document published by the Director General in December 2003. This builds on the experience and achievements of the first three years of the NPS and identifies a series of 'stretch objectives':

- effective implementation of the Criminal Justice Act 2003
- effective offender management to reduce crime
- providing a more efficient and effective reporting service to courts
- the delivery of offender programmes and interventions to reduce re-offending
- managing and reducing dangerousness
- providing a quality service to the victims of serious sexual and other violent crime
- valuing and achieving diversity in the NPS and in the services it provides
- building capacity in Wales and in the English regions
- building effective support

In Lancashire we shall work to deliver each of these and to make our services relevant and accessible to the local communities we serve. That is why this document includes some specifically local objectives to set alongside the national ones.

Especially significant this year will be the need to build on the introduction of the OASys offender assessment tool and to ensure that the electronic version is fully implemented and used by all our staff. This will not only able us to target our proposals to courts more effectively but to plan and deliver supervision which takes full account of the risk of re-offending and risk of harm that each individual offender represents. As time goes on it will also help us to build a full and accurate profile of the offending population under our supervision and to determine what range of provision is required to deal effectively with them.

We will need to sustain our performance where it is already meeting the required standard and improve it where it is not. Particular attention will need to be given to meeting the substantially increased targets for Drug Treatment and Testing Orders and for Basic Skills. Ensuring that we deliver evidence-based, accredited programmes to a high standard and that the necessary number of offenders complete these will continue to be a major factor in our commitment to reduce re-offending levels. As one of the pilot areas for the Intensive Control and Change Programme we must strive to see that this is fully bedded in as the sentencing option of choice for persistent 18-20 year old offenders who might otherwise have attracted a short custodial sentence. In Lancashire, too, HMP Kirkham has been selected as one of the two prisons nationally which will provide places for adult offenders serving sentences of intermittent custody. Both these pilots will be of real significance for the effective introduction of new criminal justice legislation and in preparation for the creation of the National Offender Management Service.

Our work with partner organisations in protecting the public from high risk offenders under the Multi-Agency Public Protection Panel arrangements has contributed strongly to public safety and, from April 2004, we look forward to sharing our statutory responsibilities for this with the Prison Service as well as with the Lancashire Constabulary. We shall also sustain our commitment to the work of the Lancashire Criminal Justice Board, to its work in bringing more offenders to justice (Narrowing the Justice Gap) and to building public confidence in the operation of the criminal justice system. We shall also look to further the delivery of the North West Prisoner Resettlement Strategy along with our regional probation colleagues, the Prison Service and a widening range of community-based services. That work will form part of our wider contribution to regional planning and collaboration with other North West probation areas. In 2004-2005 this will include joint work on improving performance, diversity issues, social inclusion and the implementation of the Criminal Justice Act 2003.

We shall continue to build up the skills and abilities of our diverse workforce, to ensure that they are as representative as possible of those communities we serve and that we demonstrate an energetic and businesslike approach in all that we do. As always we will rely on the sustained efforts, dedication and skill of all of our staff, managers and Board members and the support of our many stakeholders and the general public. We are determined to pursue our vision of safer and more harmonious communities in which people can live free from the fear of crime and less likely to become a victim of it.

John Crawforth
Chief Officer, NPS Lancashire

Tony Fowles
Chair, Lancashire Probation Board

2. Results for 2004-05

This section describes a format for identifying targets in relation to each performance measure for 2004-05 (excluding those to be measured centrally).

Column 1 is a reference (SDA/SPM). Column 2 is a description of the measure. Column 3 contains the target for the previous year; column 4, the actual (or estimated) performance against that target; and column 6, whether it requires improvement (I) or maintenance (M). Column 5 is the target for 2004-05 (or the next period planned).

Customer Results

Ref:	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
SDA III	* Level of educational and vocational qualifications attained by offenders under supervision: achieve area target for starts and completions of basic skills awards.	506	447	965	I
		127	40	241	I
SDA VIII	* Level of compliance with National Standard for contact with victims or their families: contact to be made within National Standard of 8 weeks from sentence in 85% of cases involving serious sexual or other violent offence where offender is sentenced to 12 months or more.	85%	90%	85%	M
SPM 5	To achieve positive difference in proportion of offenders in settled accommodation at end of supervision compared to proportion at start.	No target	N/A	10%	N/A
	For Licences also measure change between start of period in custody and release	No target	N/A	5%	N/A
SPM 7	Quality of PSRs from National Standards monitoring, i.e. number of PSRs assessed as satisfied or better				
	White	90%	80%	90%	I
	Ethnic	90%	72%	90%	I
	Combined	90%	78%	90%	I
SPM 23	Stakeholder satisfaction with the work of the Service:				
	(a) 90% of magistrates satisfied with: (i) the work of the service overall (ii) the overall usefulness of PSRs (iii) the objectivity of SSRs	N/A	Not measured	90%	N/A
	(b) 90% of judges satisfied with: (i) the work of the service overall (ii) the overall usefulness of PSRs (iii) the objectivity of SSRs	N/A	Not measured	90%	N/A
	(c) 90% of Victims satisfied	N/A	Not measured	90%	N/A
	(d) Other CJS Partners	N/A	Not measured	90%	N/A

People Results

Ref:	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
SPM 15 (a)	Achieve Home Secretary's race equality employment targets (published in July 1999) or improve current performance where they are already exceeded:	5.4%	5.9%	5.4%	M
	(i) Minority Ethnic representation in the area workforce (contribution to regional target)	5.4%	5.9%	5.4%	M
	(ii) Retention / Resignation by grade and ethnic group (contribution to national target)	Equal rates of resignations by grade for white and minority ethnic staff resignations	7.3% of Minority Ethnic staff compared to 7.5% of White staff	Equal rates of resignations by grade for white and minority ethnic staff resignations	I
	(iii) Career progression by grade and ethnic group (contribution to national target)	Regional Target: middle managers to be 5.5% of total	4.4%	Regional Target: middle managers to be 5.5% of total	I
	<i>Local Target</i> To increase number of minority ethnic representation in managerial roles	-	3.8%	5.4%	I
(b)	Achieve 5% of minority ethnic staff at senior management level nationally by 2005 and 7% by 2009	5%	0%	5%	I
(c)	Increase existing Asian representation (250) by 20% (52) nationally by December 2004	20%	25% Increase in Asian representation	20%	M
(d)	By 2007 achieve representation of Asian people in the NPS to match current representation in the population (4.04% according to Census 2001)	4.04%	4.7% Representation of Asian people in the service	4.04%	M
SPM 16	Ratio of male/female representation: to increase male representation in 2004-05 to 50% of workforce and to 40% of trainee probation officers	Males: 50% all staff, 40% TPO	All Staff : Male = 33.3% TPO : Male = 31%	Males: 50% all staff, 40% TPO	I

SPM 17	Meeting legislative responsibilities under Disability Discrimination Act: achieve 80% of the most critical reasonable adjustments to the NPS estate by October 2004	-	DDA audit group established to consider DDA requirements and necessary action, pending NPD buildings audit	-	I
SPM 25	Levels of sickness absence: to reduce sickness absence in the National Probation Service to an average of 9.0 days per staff year	9	10.9	9	I
SPM 26	Wastage of staff as percentage of workforce (excluding death, retirement and in service transfers)	10.7%	6.6%	7.0%	I

* Performance Bonus Scheme Measure 2004-05

Society Results

Ref:	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
	Proportion of CPO's which contribute to community safety	25%	23%	25%	I

No national targets

Key Performance Results

Ref:	Description of measure	Previous performance		Planned	M or I
		Target	Actual	Target	Status
SDA I	*Breach action in accordance with National Standards	90%	85%	90%	I
SDA II	*Level of offender compliance with orders and licences	No target	70%	70%	M
SDA IV	* Number of offenders going through offending behaviour programmes: achieve area completions target (Annex A refers) contributing to national target of 15,000				
	i. Orders made:	1020	1374	980	M
	ii. Completions:	663	372	696	I
	iii. IQR:	71%	71%	71%	I
SPM 12	SDA target (Completions x IQR):	470	264	452	I
SDA V	* Number of offenders going through ECP: achieve area completions target (Annex A refers) contributing to national target of 30,000	No completions target		905	N/A
SDA VI	* (a) Number of DTTO commencements: achieve area target (and sub-target for low intensity orders where applicable) contributing to 13,000 nationally (including 1,000 low intensity) (Annex A refers)	275	230	392	I
	* (b) DTTO completion rate	No target	155 (34%)	35%	I
SPM 1(a)	Average level of NPS compliance with basket of National Standards requirements for first and subsequent contact (CRO, CPO, CPRO and licences)	90%	88%	90%	I
SPM 1(b)	* Level of NPS compliance with National Standards requirements for first and subsequent contact (DTTOs)	90%	87%	90%	I
SPM 2	Timely completion and review of supervision plans in accordance with National Standards, i.e. completed in 15 days and reviews carried out every 4 months	90%	79%	90%	I
SPM 3	Average of 5 hrs work per week offered Average of 5 hrs per week worked on Community Punishment Orders	90% No target	91% 47%	90% 50%	M I
SPM 4	Proportion of bed spaces in approved premises which are occupied	90%	89%	90%	I
SPM 6	Timeliness of reports to the courts				
	a) Increasing the proportion of PSRs completed in magistrates' courts within the 15 day National Standards to 90%	90%	78%	90%	I
	(b) Increasing the proportion of reports that are SSRs to 25%	25%	20%	25%	I
SPM 10	Level of use of recognised drug interventions for those for whom drug misuse is a criminogenic factor	No target set until e-OASys implemented			
SPM 11	Level of use of accredited programmes for those within the OASys target band	No target set until e-OASys implemented			

SPM 13	Timely preparation of risk management plan in accordance with National Standards in cases assessed as High or Very High risk of harm on any of the four such OASys measures, i.e., plan to be prepared within 5 days of order or release, or the date at which a previously lesser risk was identified as having risen to High or Very High.	90%	Not measured	90%	N/A
SPM 14	Level of compliance with National Standards requirements for first and subsequent contacts, across all order and licence types, in cases assessed as High or Very High risk of harm on any of the four such OASys measures	90%	88%	90%	I
SPM 18	* 95% accurate and timely ethnic monitoring returns on offenders	95%	97%	95%	M
SPM 19	*Clear proposals in 95% all reports to the court for the purposes of sentencing minority ethnic offenders	90%	87%	95%	M
SPM 20	Programme completion rates for minority ethnic and white offenders	No target	Not measured	65%	N/A
SPM 21	Contact rates for minority ethnic and white victims	Not measured		85%	N/A
SPM 22	# Efficiency savings: achieve area target (set out in resource budget allocation information) contributing to national target of 3%- see appendix A	3% £480,000	1% £158,000	3% £480,000	I
SPM 27	Timeliness and completeness of information returns to the centre	95%	99%	95%	M
SDA VII	To achieve 90 ICCP commencements and 54 completions	45 NA	15 NA	90 Comm 54 Compl	I NA
SDA VII	To achieve 30 CPOs with curfew order commencements and 24 completions	NA NA	NA NA	30 Comm 24 Compl	NA NA

Local Objectives

1. To contribute to the achievement of the Street Crime targets for Lancashire and provide support for the Tower project
2. To contribute to the Narrowing the Justice gap targets for Lancashire and focus particular attention on interventions with persistent offenders
3. To work jointly with the police and prison services in implementing the new MAPPA guidance and provide support to the police in developing the district Public Protection Units.
4. To contribute to the work of the youth offending teams and drug action teams in the area in developing and improving services for young offenders and substance misusers.

5. To work jointly with the prison service to make a success of the intermittent custody pilot being run at HMP Kirkham.
6. To implement the Cognitive Skills Booster programme.
7. To contribute to the Crime and Disorder partnership community safety audits due to be undertaken in 2004.
8. To introduce short format reports during 2004/05.
9. To implement North West Resettlement Strategy

3. Improvement Priorities

Leadership

<i>Improvement Priorities:</i> Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.	To deliver improved performance against the following SDA / SPM/ National standards results
<p>Improvement Objective: To develop and implement a Leadership Strategy for senior, middle and new managers which contributes to meeting business objectives and which encompasses the principles of the National Living Leadership and EFQM models</p> <p>Owned by : Chris Brereton, Assistant Chief Officer (HR)</p> <p>To be delivered by : 30th June 2004</p> <p>Project plan developed? yes</p>	Contribute to overall achievement of Business objectives
Costs & resource implications: Some costs in relation to training and management development may be involved.	
Race Equality Scheme implications: Will help to meet our overall objectives under the RES	

Policy & Strategy

<i>Improvement Priorities:</i> Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.	To deliver improved performance against the following SDA / SPM/ National Standards results
<p>Improvement Objective 1: To examine current practices, procedures and policies in relation to reward and recognition and as a result implement a Reward and Recognition Policy which is applied consistently, fairly and which helps to motivate and value staff within the area. (taken from EFQM results and Employee Survey)</p> <p>Owned by : Chris Brereton, Assistant Chief Officer (HR)</p> <p>To be delivered by : 31st March 2005</p> <p>Project plan developed? Yes</p>	
Costs & resource implications: Some costs may be involved if financial reward schemes are considered	
Race Equality Scheme implications: Policy will be race impact assessed at a local level.	

<p><i>Improvement Priorities:</i> Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.</p>	<p>To deliver improved performance against the following SDA / SPM/ National standards results</p>
<p>Improvement Objective 2: To plan for the introduction of relevant aspects of the CJA 2003 and, in particular, the new generic community sentence, with a focus on targeting, court reports and communication with sentencers</p> <p>Owned by : Colin Dearden, Deputy Chief Officer</p> <p>To be delivered by : 31st December 2004</p> <p>Project plan developed? Not yet</p>	
<p>Costs & resource implications: 1 SPO, training, guidance materials, meetings with sentencers, etc.</p>	
<p>Race Equality Scheme implications: Planning will be impact assessed.</p>	

People

<p><i>Improvement Priorities:</i> Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.</p>	<p>To deliver improved performance against the following SDA / SPM/ National standards results</p>
<p>Improvement Objective: To examine in the light of the 2004 employee survey and EFQM assessment the major contributors to sickness absence, specifically in relation to stress-related absences and take action needed to reduce working days lost to not more than an average of 9 days per member of staff per year.</p> <p>Owned by : Chris Brereton, Assistant Chief Officer (HR)</p> <p>To be delivered by : 30th November 2004</p> <p>Project plan developed? No (but will be produced)</p>	<p>SPM 25</p>
<p>Costs & resource implications: None identified at this stage</p>	
<p>Race Equality Scheme implications: None identified at this stage</p>	

Partnerships & Resources

<i>Improvement Priorities:</i> Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.	To deliver improved performance against the following SDA / SPM/ National standards results
<p>Improvement Objective: To review the Partnership Strategy to ensure that it supports the Business Plan objectives (e.g. DTTO's, basic skills and ICCP) and reflects the diverse needs of the offender population in Lancashire.</p> <p>Owned by : Ian Phillips, ACO</p> <p>To be delivered by : 31st December 2004</p> <p>Project plan developed? No</p>	<p>SDA VI</p> <p>SDA III</p>
Costs & resource implications: There may be cost implications for the partnership budget	
Race Equality Scheme implications: Will address aspects of the Race Equality Scheme	

Processes

<i>Improvement Priorities:</i> Improvement priorities to be drawn from EEM Self assessment, PIP feedback, IIP Feedback or any other diagnostic tool used which identifies areas requiring improvement.	To deliver improved performance against the following SDA / SPM/ National standards results
<p>Improvement Objective 1: To increase the number of offenders, who are subject to a community order or licence, who complete a nationally recognised qualification in basic skills. This will include improving the current referral system and ensuring that all appropriate offenders are assessed and provided with a viable learning plan.</p> <p>Owned by : Ian Phillips, ACO</p> <p>To be delivered by : 31st March 2005</p> <p>Project plan developed? yes - a task group will be convened with the view to formulating a project plan</p>	<p>SDA III</p>
Costs & resource implications: The new system will replace the existing IAG contract with Preston College, but will be based on the appointment of six new PSOs. This will lead to some savings.	
Race Equality Scheme implications: Referrals, commencements and the achievement of qualifications from offenders with minority ethnic backgrounds will be monitored.	

<p>Improvement Objective 2: To implement the recommendations of the Effective Supervision Inspection.</p> <p>Owned by : Colin Dearden, DCO</p> <p>To be delivered by : 31st March 2005</p> <p>Project plan developed? no – to be developed by 1st April 2004</p>	
<p>Costs & resource implications: Mainly staff time</p>	
<p>Race Equality Scheme implications: Implementation of the recommendation on race and ethnic monitoring will improve the validity of all service delivery monitoring.</p>	
<p>Improvement Objective 3: To review the targeting, referral and delivery arrangements for high intensity orders (e.g. ICCP and DTTO) in order to increase commencements and completions.</p> <p>Owned by: Louise Taylor, ACO</p> <p>To be delivered by: 30th September 2004</p> <p>Project plan developed? No</p>	<p>SDA VI</p>
<p>Costs & resource implications: Staff time</p>	
<p>Race Equality Scheme implications: Will help to contribute to overall RES objectives</p>	
<p>Improvement Objective 4: To review and identify improvements to the level of integration between programme delivery and case management to reduce the current level of attrition. This work will also need to link to changes arising from the introduction of the generic community sentence</p> <p>Owned by: Teresa Mallabone</p> <p>To be delivered by: 30th September 2004</p> <p>Project plan developed? No</p>	<p>SDA IV</p> <p>SPM 12</p>
<p>Costs & resource implications: Staff time</p>	
<p>Race Equality Scheme implications: Will help to contribute to overall RES objectives</p>	

Annex A

Indicative Area Targets 2004-05 ⁽¹⁾

	% Share	Offending Behaviour Programme Completions	ECP Completions	Higher Intensity DTTO Starts	Lower Intensity DTTO Starts	Total DTTO Starts	Basic Skills Starts	Basic Skills Awards
Avon & Somerset	2.47	370	740	296	25	321	789	197
Bedfordshire	0.94	141	283	113	9	123	302	75
Cambridgeshire	1.08	161	323	129	11	140	344	86
Cheshire	1.73	260	519	208	17	225	554	138
Cumbria	0.90	134	269	108	9	116	287	72
Derbyshire	1.71	257	513	205	17	222	548	137
Devon & Cornwall	2.45	367	735	294	24	318	784	196
Dorset	1.00	150	300	120	10	130	320	80
Durham	1.37	205	411	164	14	178	438	110
Essex	2.36	355	709	284	24	307	757	189
Gloucestershire	0.85	128	256	102	9	111	273	68
Hampshire	2.82	423	845	338	28	366	902	225
Hertfordshire	1.24	186	373	149	12	162	398	99
Humberside	1.94	292	583	233	19	253	622	156
Kent	2.56	384	767	307	26	332	818	205
Lancashire	3.02	452	905	362	30	392	965	241
Leicestershire	1.71	256	513	205	17	222	547	137
Lincolnshire	1.03	154	309	124	10	134	329	82
Norfolk	1.30	194	389	155	13	168	414	104
Northamptonshire	1.03	155	310	124	10	134	331	83
North Yorkshire	1.07	160	320	128	11	139	341	85
Nottinghamshire	2.26	340	679	272	23	294	724	181
Staffordshire	1.89	283	567	227	19	246	604	151
Suffolk	0.96	144	287	115	10	125	307	77
Surrey	1.07	160	320	128	11	139	341	85
Sussex	2.05	307	614	246	20	266	655	164
Teeside	1.57	235	470	188	16	204	501	125
Thames Valley	2.88	432	863	345	29	374	921	230
Warwickshire	0.73	109	218	87	7	95	233	58
West Mercia	1.78	267	534	214	18	232	570	142
Wiltshire	0.89	133	266	106	9	115	283	71
Greater Manchester	6.30	946	1,891	756	63	819	2,017	504
Merseyside	3.73	559	1,119	447	37	485	1,193	298
Northumbria	3.42	514	1,027	411	34	445	1,096	274
South Yorkshire	3.12	468	936	374	31	405	998	250
West Midlands	6.50	974	1,949	779	65	844	2,079	520
West Yorkshire	5.01	751	1,502	601	50	651	1,602	401
London	15.11	2,266	4,532	1,813	151	1,964	4,834	1,209
Dyfed-Powys	0.85	127	254	102	8	110	271	68
Gwent	1.32	198	395	158	13	171	421	105
North Wales	1.23	184	368	147	12	159	392	98
South Wales	2.79	419	837	335	28	363	893	223
Total	100	15,000	30,000	12,000	1,000	13,000	32,000	8,000

(1) Figures have been calculated using the basic funding formula.

RISK REGISTER

Risk						Counter Measures				
No.	Risk / Opportunity Description Full description of the risk and how the likelihood / impact will effect task in question	Category e.g. financial, operational, external, HR	Risk Owner Name/ unit and phone number	Likelihood From VL to VH	Impact From VL to VH	Taken Controls in place and active	Planned Controls proposed	Proximity Time frame for risk, e.g. long term, on going, specific milestone	Date Reviewed When did risk owner last review this	Date Actioned When were actions taken to mitigate risk
1	Failure to achieve Business Plan target for basic skills commencements and completions and effective liaison with the LSC and Job Centre Plus	Operational	Ian Phillips	VH	VH	Preston College contract providing ETE advisers, basic skills manager left in December. Ad hoc arrangements with Learn Direct.	New middle manager arrangements. Appointment of 6 x PSOs to provide in-house referral and support service. SLAs with providers. Close liaison with LCS regarding commissioning offender services. Task group being established to improve performance.	Over next period	Ongoing review	New model 1.4.04. Task group Feb '04
2	Failure to achieve Business Plan target for accredited programme completions	Operational		H	VH	Mandatory referrals Increased tutors	Review of resettlement referrals. Opportunities for ROTL/IC attendance	On going	To be reviewed quarterly	
3	Failure to meet Business Plan targets for DTTO completions and effective liaison with DAT's.	Operational	Louise Taylor	H	VH	Implementation of single point assessment	Implement mandatory referral and quality assurance procedures for intensive orders	During first quarter	To be reviewed quarterly	
4	Failure to achieve ICCP commencement targets	Operational	Louise Taylor	VH	H	Introduced tracker system to identify obstacles to target achievement	As above	As above	To be reviewed quarterly	

5	Failure to control sickness absence leading to adverse impact on performance	Human Resources	Chris Brereton	H	VH	Sickness absence monitored and reviewed on a quarterly basis. Information sent to ACOs and team managers so that levels of sickness can be identified and discussed with the employee. Information sent to Board	New sickness management policy to be introduced with clear processes and timescales outlined. Sickness figures monitored and controlled.	New policy hopefully to be implemented financial year commencing 1.4.04	Ongoing review	Ongoing review
6	Insufficient resources due to financial settlement, increased estates charges, budget exchange deficit and any unanticipated budget adjustment by NPD	Financial / Operational	Senior Finance Manager	H	H	Monthly monitoring of expenditure against budget. Cost reduction. measures in place from December 2003.	<ul style="list-style-type: none"> Implement more detailed and timely analysis of expenditure Systematic reporting to budget holders on monthly basis 	On going	Ongoing	1.4.04
7	Failure to implement Board's IT strategy including roll-out of e-OASys + universal CRAMS usage	Operational	Colin Dearden	VH	VH	<ul style="list-style-type: none"> Technology upgrade completed District information systems officers all in post 	<ul style="list-style-type: none"> Information Strategy to be completed Display screen equipment to be risk assessed Programme software to be risk assessed Ergonomic assessment of e'OASys to be completed by NPD 	Long-term	Ongoing	31.3.04 30.6.04 30.6.04 15.2.04
8	Estates strategy not delivered due to low prioritisation of individual schemes by NPD, insufficient funding for delay	Operational / Financial	Head of Finance	VH	H	Estates Strategy approved by Board	Continue dialogue with Colliers/Mitie/NPD but prioritisation and funding beyond Lancashire's control	Ongoing	Ongoing	
9	Distraction/uncertainty created by Correctional Services Review and creation of National Offender Management Service, including potential loss of support staff	Operational / Financial	John Crawforth	VH	H	<ul style="list-style-type: none"> Response to Home Office consultation document prepared Briefings to managers and support staff 	<ul style="list-style-type: none"> Further briefings as information becomes available Trade union consultation 	Continuing throughout year	March 2004	

10.	Failure to implement guidance on MAPPA	Operational / External	Peter Simpson	VH	H	<ul style="list-style-type: none"> Briefings for all middle managers have taken place 	<ul style="list-style-type: none"> Protocol for delivery of arrangements to be agreed with responsible authority 	April 2004	March 2004	30.4.04
						<ul style="list-style-type: none"> Revised instructions to all middle managers for implementation up to 31.3.04 	<ul style="list-style-type: none"> Instructions/guidance to be issued to staff 	April 2004	March 2004	30.4.04
						<ul style="list-style-type: none"> Police instruction of work with dangerous offenders. 	<ul style="list-style-type: none"> Protocol to be agreed with agencies with duty to cooperate 	June 04	Jan 29th 2004	30.6.04
						<ul style="list-style-type: none"> Draft of strengthened arrangements discussed with police and MAPPA SMB 	<ul style="list-style-type: none"> SMG has action for 2003/04 and will adopt business plan for 2004/05 at next SMB 	April 29th		30.6.04
11.	Failure to complete high risk reviews on time	Operational/ External	Peter Simpson	VH	H	DCO immediately. Referral overdue reviews to team managers	District ACO. To check list of overdue reviews monthly and refer immediately to team managers	Ongoing	January 30 th 2004	30.4.04

TABLE SHOWING EFFICIENCY SAVINGS FOR 2004/2005

	SAVINGS £'000
Reduction in sickness from 12.9 to 9 days	210
Reduction in use of agency admin staff	50
Reduction in average operational staff establishment	220
TOTAL	480

2003/04 EFFICIENCY SAVINGS – MONITORING

Original List of Efficiency Savings	Original Saving £'000	Expected Saving £'000	Reasons for Variation
Turnover savings	77	77	-
Reduction in staff costs using PSOs not POs in first 6 months	91	60	Failed to recruit sufficient PSOs in timescales required
Reduce Average Sickness from 12.1 days to 9 days	219	0	Increase proportion of long term sickness and redefinition of sickness absence criteria have led to failure to meet target. New procedure, now drafted to be implemented in next financial year
Increase percentage of SSRs from 15% to 25%	93	47	Achieved 20% SSRs
TOTAL	480	184	

ANNEX N - REVISED ESTIMATE FOR 2003/04 LANCASHIRE PROBATION BOARD				
	Main Resource Allocation £'000 (A)	Approved Premises Allocation £'000 (C)	Probation Training Allocation £'000 (D)	TOTAL £'000 (E)
Pay Costs				
Salaries and Wages	10,058	449	977	11,484
Agency Staff				0
Other Staff Benefits (but not car allowances etc)				0
Social Security Costs	702	40	70	812
Pension Costs	1,234	47	119	1,400
Pensions Non Cash				0
Total Pay Costs	11,994	536	1,166	13,696
Directly Allocable Non-Pay Costs				
NPD Premises Recharge				0
NPD IT Recharge				0
Car Allowances and lease car costs				0
Other Transport Costs				0
Supplies and Services		33		33
Contracted Out Payments	593			593
Other Running Expenses				0
Non-Cash Costs (vehicles and equipment)				0
Total Directly Allocable Non-Pay Costs	593	33	0	626
Non-Directly Allocable Non-Pay Costs				
NPD Premises Recharge	1,693	360		2,053
NPD IT Recharge	625		44	669
Car Allowances	485			485
Other Transport Costs	135	8	71	214
Supplies and Services	959	14	183	1,156
Contracted Out Payments	201	55		256
Other Running Expenses				0
Non-Cash Costs (vehicles and equipment)	19			19
Total Non-Directly Allocable Non-Pay Costs	4,117	437	298	4,852
Directly Allocable Income				
				0
Non-Directly Allocable Income				
	330	49	0	379
TOTAL NET EXPENDITURE	16,374	957	1,464	18,795
RESOURCE ALLOCATION	16,538	968	1,464	18,970

Reconciliation of Main Resource Allocation**Main Resource Allocation as per Budget Pack**

Main Resource Allocation as per Budget Pack	16,138
Special Performance Allocation (Mets only)	0
Street Crime Allocation (SCA areas only)	100
Budget Exchange Scheme	300
Total Main Resource Allocation	16,538

PLEASE NOTE THE ABOVE FIGURES FOR THE MAIN ALLOCATION DOES NOT INCLUDE THE £282K OVERSPEND FROM 02/03. THE OVERALL POSITION FOR 03/04 IS AN OVERSPEND OF £107K.

**ANNEX N - BUDGET FOR 2004/05
LANCASHIRE PROBATION BOARD**

(A)	Main Resource Allocation £'000 (B)	Approved Premises Allocation £'000 (C)	Probation Training Allocation £'000 (D)	TOTAL £'000 (E)
Pay Costs				
Salaries and Wages	10,065	511	830	11,406
Agency Staff	70			70
Other Staff Benefits (but not car allowances etc)				0
Social Security Costs	699	35	58	792
Pension Costs	1,229	63	102	1,394
Pensions Non Cash	(3)			(3)
Total Pay Costs	12,060	609	990	13,659
Directly Allocable Non-Pay Costs				
NPD Premises Recharge				0
NPD IT Recharge				0
Car Allowances and lease car costs				0
Other Transport Costs				0
Supplies and Services		37		37
Contracted Out Payments	598			598
Other Running Expenses				0
Non-Cash Costs (vehicles and equipment)	0			0
Total Directly Allocable Non-Pay Costs	598	37	0	635
Non-Directly Allocable Non-Pay Costs				
NPD Premises Recharge	1,693	334		2,027
NPD IT Recharge	645		62	707
Car Allowances	559	3		562
Other Transport Costs	142	2	60	204
Supplies and Services	822	32	194	1,048
Contracted Out Payments	250	16		266
Other Running Expenses				0
Non-Cash Costs (vehicles and equipment)	37			37
Total Non-Directly Allocable Non-Pay Costs	4,148	387	316	4,851
Directly Allocable Income	0	65	0	65
Non-Directly Allocable Income	515	0	0	515
TOTAL NET EXPENDITURE	16,291	968	1,306	18,565
RESOURCE ALLOCATION	16,291	968	1,306	18,565

Reconciliation of Main Resource Allocation

Main Resource Allocation as per Budget Pack	15,940
Special Performance Allocation (Mets only)	0
Street Crime Allocation (SCA areas only)	100
Budget Exchange Scheme	(100)
Forecast for Performance Bonus Scheme	351
Total Main Resource Allocation	16,291
Performance Bonus based on WAMP of	81%

ANNEX L - BUDGET FOR 2004/05 LANCASHIRE PROBATION BOARD	
	Estimate d Cost Including VAT £' 000
Request For Vehicle Purchase	
Type Of Vehicle	
Two Minibuses For Use on Programmes	50
Replacement / New Additional	
Minibus One - Purchased 1993 Minibus Two - Purchased 1996	
Request For Equipment Purchase	
Type Of Equipment	
Replacement / New Additional	
<p>I would like to request the amount of £50,000 From the Mini-Minor Works Capital Allocation</p> <p>I would like to vire the amount of £..... From the Revenue Budget to the NPD Capital Budget.</p> <p>Signed By Accountable Officer ...John Crawforth..... Date ...13.02.2004.....</p>	